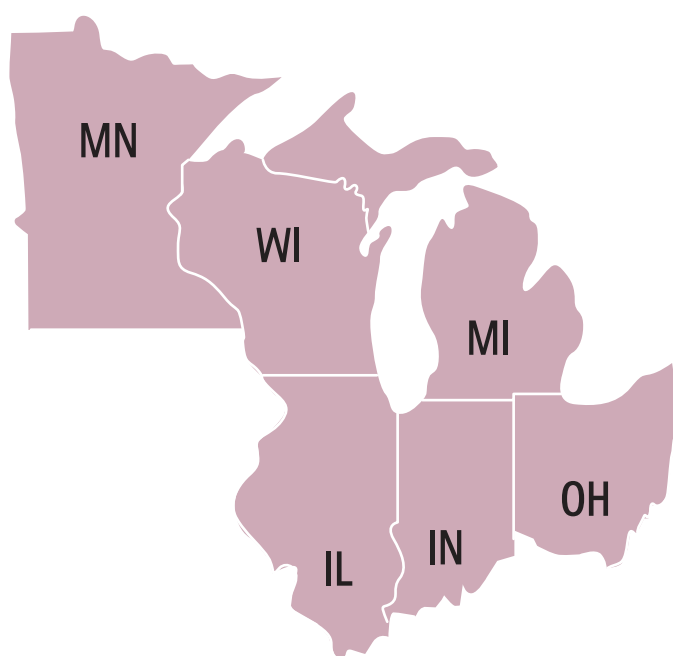


Region 5 Environmental Finance Center

AT CLEVELAND STATE UNIVERSITY



In This Report

Background & Summary	74
Activities & Accomplishments	75
Performance Measures	81

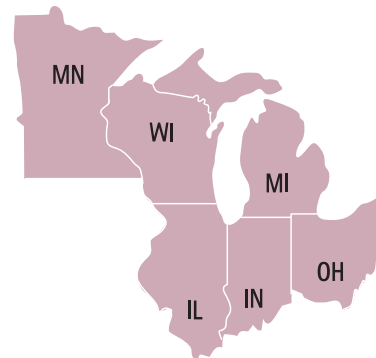


BACKGROUND & SUMMARY

The Environmental Finance Center (EFC) at Cleveland State University assists communities as well as public, private, and nonprofit sector entities in the Great Lakes (EPA Region 5) states of Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin. Specifically, this EFC (known as the Great Lakes EFC or GLEFC) helps build innovative, cost effective, and high-quality strategies for environmental improvement and sustainable economic development.

The GLEFC is housed within the Maxine Goodman Levin College of Urban Affairs and provides technical assistance, training, and applied research. The center assists communities and other entities in solving financial problems related to environmental facilities and resources. Services include financial and economic analysis and strategies, policy analysis and planning, urban redevelopment community advisory services, research and information services, and training seminars and conferences. The center utilizes many tools to assist clients, including financial and budget analysis, market and impact analysis, best practice reviews, training seminars and conferences, focus groups and community visioning/strategic planning processes, and environmental planning and program evaluation.

REGION 5



In 2005, as in prior years, the GLEFC continued to provide technical assistance, applied research, seminars/training, counsel, and testimony to local, state, federal; and nonprofit organizations and clients throughout Region 5. The GLEFC operational portfolio included several new projects as well, driven by continuing partnerships with federal, state, and local governments spanning two or more years. In addition, the GLEFC is engaged in policy-related work with the committees of EPA's Environmental Financial Advisory Board (EFAB), in developing strategies for the efficient and effective management and financing of water and wastewater utilities.

ACTIVITIES & ACCOMPLISHMENTS



Completed Projects & Initiatives

URBAN REDEVELOPMENT TECHNICAL ASSISTANCE

The GLEFC provided urban redevelopment technical assistance to several communities and organizations throughout Region 5. Participants at the GLEFC technical assistance sessions represented the following organizations:

- Bolinds Incorporated
- Perry County, Ohio
- David Kramer Development
- Rib Lake, Wisconsin
- Syracuse EFC

TRAINING NEEDS OF COASTAL RESOURCES DECISION MAKERS IN OHIO'S LAKE ERIE BASIN

The GLEFC published the second in a series of articles in *Coastal Management: An International Journal of Marine Environment, Resources, Law, and Society*, Volume 33, Number 3, July–September 2005, on a study conducted for the National Oceanic and Atmospheric Administration (NOAA), Old Woman Creek National Estuarine Research Reserve, Ohio Sea Grant Program, and the Ohio Department of Natural Resources. The purpose of the study is to identify the information and knowledge needs of local coastal resources decision-makers in the Ohio Lake Erie basin. The article determines that training providers and local coastal resources decision-makers have differing perceptions of knowledge and informational needs and training venues. Based on these findings, the article suggests a role for state and federal agency training providers as coordinators and facilitators of an enhanced learning network among decision-makers.

In 2005, the GLEFC...

- ◆ Composed at least two articles for publication.
- ◆ Convened meetings and provided technical assistance sessions for up to 45 attendees.
- ◆ Attended/presented at six conferences.
- ◆ Participated in three international projects.

LOCAL BENEFITS FROM STEWARDSHIP, LAKE ERIE COMMISSION

The GLEFC conducted a project to define the benefits accruing to a local jurisdiction/broad spatial area from efforts in environmental stewardship (externally funded by the Lake Erie Commission). Local decision-makers are key in achieving many objectives of the Lake Erie Protection and Restoration Plan and other water quality initiatives because of their role in land use and zoning decisions, infrastructure construction and maintenance, storm water management, and economic development activities. The GLEFC developed a comprehensive understanding of the knowledge base and expertise in the Lake Erie basin regarding the beneficial economic and fiscal impacts of coastal and watershed stewardship.

JOURNAL ARTICLES

The GLEFC staff composed an article, "The Use of Focus Groups for Design and Implementation of Environmental Administrative Programs: A Comparison of Two State-Level Processes in Ohio," for publication in an academic journal resulting from GLEFC's experience utilizing focus groups in the development and implementation of administrative public policy programs. The article highlights the advantages that focus groups provide compared to other forms of data collection methods in the development of public policy programs. (Publication is pending.)

ACTIVITIES & ACCOMPLISHMENTS

The GLEFC also published an article, “Cleveland’s Industrial Land Bank” (*Brownfield News*, August 2005), on the creation of an industrial land bank by the city of Cleveland as a vehicle to accumulate and market vacant land to attract industrial businesses back to Cleveland.

Ongoing Projects & Initiatives

The GLEFC worked on a broad array of environmental public policy initiatives in 2005 that included ongoing as well as collaborative activities:

BROWNFIELDS ONE-STOP SHOP FORUM (BOSS FORUM)

The GLEFC convened the fifth year of the BOSS Forum, in collaboration with the Ohio Brownfields Finance Partnership. The BOSS Forum’s quarterly meetings brought together federal, state, and local government officials with environmental engineers, investment and commercial bankers, insurance executives, real estate professionals, and developers to discuss financial and programmatic solutions to aid Ohio’s small- and medium-sized communities in their redevelopment. The GLEFC convened four meetings throughout 2005:

- January 13, with 40 in attendance
- April 7, with 22 in attendance
- July 7, with 24 in attendance
- October 6, with 16 in attendance

The BOSS Forum schedules several brownfield redevelopment project profiles to be presented at each meeting with the intent of having attendees, who are brownfield professionals, provide a supportive critique of the individual projects. The critiques provide access to information and organizational, operational, and funding-related strategies. The early BOSS meetings focused on projects that were brought forward by larger cities. Now that brownfield redevelopment capacity has expanded in Ohio’s metropolitan areas,

the attention has shifted to the state’s medium and small cities. This was a leveraged project, not funded with the core grant.

BEST PRACTICES IN LAND BANK OPERATION

In early 2005, the GLEFC commenced a major effort to support the city of Cleveland’s Economic Development Department with the development of a region-wide strategy for an industrial and commercial land bank. The concept of land banking was not new to the city; however, the typically residential practice required a national study to model its applicability for an industrial or commercial framework. The GLEFC published its Best Practices report in June 2005, after six months of study. The report is available at the GLEFC Web site at <<http://urban.csuohio.edu/glefc>>.

LAND BANK STRATEGY DEVELOPMENT

Subsequent to the research and identification of land bank best practices, the GLEFC also created a strategic framework for the development of a new industrial/ commercial land bank for the city of Cleveland. This major effort not only involved extensive research and study, but also involved the collaboration of several regional partners in both the public and private sectors, as a needs assessment for commercial/industrial land. The report, *Strategy for the Implementation of an Industrial Land Bank*, is available on the GLEFC Web site at <<http://urban.csuohio.edu/glefc>>. This model continues to be used for implementation and further financing discussions in the region, and has received national attention for its concepts and strategy recommendations.

NUTS AND BOLTS OF BROWNFIELD REDEVELOPMENT FOR LOCAL COMMUNITIES TRAINING

The GLEFC, in collaboration with the EPA Region 5 Brownfields Office, the U.S. Department of Housing and Urban Development (HUD), and the Northeast-Midwest Institute, conducted an interactive training session for local development professionals on financing the redevelopment of environmentally contaminated

ACTIVITIES & ACCOMPLISHMENTS

properties. The GLEFC staff participated in developing the finance curriculum and conducted the financing portion of the week-long Nuts and Bolts training program in Chicago. The June 2005 Nuts and Bolts session included the development and use of three real-life case studies introducing the seminar participants to financing strategies in different settings, as well as redevelopment strategies in greater Chicago, utilizing industrial, commercial, and residential development as practical examples. The case studies provided participants with practical knowledge that they could relate to their own communities. For the past four years of the course, the GLEFC staff has prepared and devised the site pro forma statements and related educational curriculum for this important component of the course. In addition, the GLEFC conducted the final capstone presentations resulting from students' work on the pro formas. The June 2005 Nuts and Bolts training seminar attracted 45 participants. The Nuts and Bolts task is a leveraged project, not funded with the core grant.

PREPARATION FOR 2006 NUTS AND BOLTS OF BROWNFIELD REDEVELOPMENT FOR LOCAL COMMUNITIES TRAINING

The GLEFC, in collaboration with the EPA Region 5 Brownfields Office, HUD, and the Northeast-Midwest Institute, is hosting the Nuts and Bolts Brownfield Re-development training course in Cleveland in June 2006. In Fall 2005, the GLEFC initiated the planning stage for the annual week-long Nuts and Bolts seminars. The GLEFC will co-host, plan, and conduct the week-long brownfield finance training program for 2006. The Nuts and Bolts task is a leveraged project, not funded with the core grant.

USEFUL LIFE WHITE PAPER

The GLEFC participated as a member of the EFAB Useful Life Subcommittee, which was charged with exploring ways to create new sources of funding or to leverage existing sources of funding to address the significant unmet environmental needs that face communities across the country. The subcommittee drafted a white paper to underscore the linkage between capital financing strategies and the useful life of capital assets. EPA published the white paper in April 2005.

GREATER CLEVELAND LEAD ABATEMENT FINANCE PROGRAM

The GLEFC, in collaboration with EPA HUD, the city of Cleveland, and Cuyahoga County, Ohio, participates as a subcommittee chair for the Greater Cleveland Lead Advisory Council (GCLAC), a consortium of state, county, and municipal governments, and nonprofit organizations convened to reduce the incidence of lead poisoning through lead abatement procedures. This \$1.2 million regional effort focuses on the ways in which local partnerships can work together on specific topics, including infrastructure and sustainability (financing for long-term lead elimination), advocacy and outreach, and medical and workforce development issues. The GLEFC chairs the infrastructure and sustainability committee; and a major focus of the GLEFC's work is a best practices study to identify successful financing strategies that are adaptable for lead remediation and abatement in northeast Ohio. This work commenced in late 2005 and will continue through 2006.

In 2005, the GLEFC convened a focus group with members of the GCLAC to identify the parameters of the best practices study. An additional survey was conducted as planned with the subcommittee to better define the scope of work for a best practices scan for the sustainability of lead abatement practices.

In addition, the GLEFC initiated work on a review of model local government ordinances to assist the city of East Cleveland in its local efforts to better define its own lead hazard prevention capacity.

The best practices reports will serve as a guide for new strategy development in Cleveland and East Cleveland.

EPA INTERN

The GLEFC hosted Christopher Gollan, an EPA (post-graduate) intern on outplacement rotation from January to June 2005. Mr. Gollan assisted the GLEFC in managing the best practices in industrial land banks project.

ACTIVITIES & ACCOMPLISHMENTS

CAPFINANCE, BOISE STATE UNIVERSITY ENVIRONMENTAL FINANCE CENTER

The GLEFC continues to partner with the Boise State University EFC on providing training for the CAPFinance capital planning software program to local government water and sewer utilities. The CAPFinance training seminars have proved invaluable in addressing the growing need for new approaches to financing and planning for capital improvements and asset management to maintain a jurisdiction's capital stock.

BROWNFIELD NEWS EDITORIAL BOARD

The GLEFC Executive Director Kevin O'Brien serves on the editorial board of *Brownfield News* magazine, as the brownfield finance editor.

PRESENTATIONS, CONFERENCES, AND MEETINGS

Capital Asset Planning, Management, and Finance in Greater Cleveland—Town Meeting sponsored by Congresswoman Stephanie Tubbs-Jones and the Northeast-Midwest Institute. The GLEFC collaborated with the office of Congresswoman Stephanie Tubbs-Jones and the Northeast-Midwest Institute in organizing a town meeting of community leaders in greater Cleveland to discuss the economic importance of public sector investment in the construction and maintenance of infrastructure. The GLEFC executive director gave a presentation to the 50 participants on the economic impact of investment in infrastructure, and the greater Cleveland capital investment needs and investments over the past 25 years.

Rural Community Assistance Partnership (RCAP) Conference, Washington, D.C. The GLEFC presented at a workshop called "Rural Brownfield Redevelopment Strategies" to an audience of 50 local government and tribal officials. The presentation reviewed the recent increases in capacity in brownfield development in rural Ohio.

"Brownfields 2005" National Conference, Denver Colorado, sponsored by EPA. The GLEFC served as a panel moderator at the national brownfields

conference. The GLEFC presented "Land Banks and Land Trusts as a Tool for Brownfield Redevelopment" as the moderator of a panel titled, "Marketplace of Ideas." Approximately 30 people attended.

Council on World Affairs. The GLEFC hosted several groups of academics and government officials from China and Canada traveling throughout the United States through the CWA's International Visitor Leadership Program seeking information on maintaining economic growth with concerns about the environment and environmental finance and sustainability. The GLEFC executive director presented the visiting officials with profiles of projects on brownfield finance, sustainable development, and asset management as guiding examples on managing environmental finance and sustainability.

National Vacant Properties Campaign Conference, Cleveland, Ohio. The GLEFC made a presentation on the Industrial Land Bank Strategy and its impact on the reuse of vacant land. The presentation, based on the data, information, and analysis of the GLEFC's work in developing a strategy for an industrial land bank in Cleveland, identified that many of the vacant properties in Cleveland were environmentally contaminated and required alternative strategies.

Cleveland's Industrial Land Bank Program—Press Conference Announcing the Release of the Industrial Land Bank Strategy, Cleveland, Ohio. Cleveland Mayor Jane Campbell and the GLEFC Executive Director announced the release of the city's Industrial Land Bank Strategy and program on the site of the first industrial property to enter the program (a recently secured industrial property that had received environmental remediation). The press conference served as the kick-off to the land bank operation of the city of Cleveland.



ACTIVITIES & ACCOMPLISHMENTS

New Projects & Initiatives

INDUSTRIAL LAND BANK STRATEGY DEVELOPMENT

The GLEFC assisted the city of Cleveland in the development of a strategy to design an industrial land bank to accumulate and market vacant properties with the specific mission of attracting industrial companies to the city. The GLEFC conducted a best practices study and an implementation schedule of activities outlining an optimum mission, operations, and governance structure, and financing to empower the strategy to reuse industrial land. The GLEFC will assist the city of Cleveland in initiating the policy and process for the land bank.

CURRICULUM DEVELOPMENT IN REAL PROPERTY ASSET MANAGEMENT FOR LOCAL GOVERNMENTS IN CROATIA

The GLEFC developed a curriculum for conducting seminars for Croatian local government officials (funded by U.S. Agency for International Development [USAID] through the Urban Institute mission in Zagreb, Croatia, and with the programmatic support of the Unger Croatia Center for Local Government Leadership at CSU). The Urban Institute coordinates all government training in Croatia for USAID and collaborates with the Unger Center to provide management and finance training throughout Croatia. The GLEFC worked with the Urban Institute mission in Zagreb, Croatia, in developing a curriculum to teach local government officials on the importance of managing the land and building assets owned by the public sector (in the de-evolution from the central government of former Yugoslavia). The central thesis of the program was to facilitate the transfer of property from public to private ownership when the conversion would facilitate private economic growth.

Capital Asset Management Seminar for Local Government Officials in Croatia

The GLEFC conducted seminars in Zagreb, Rijeka, and Sibenik, Croatia, on capital asset management for local government officials and academics (from the Zagreb School of Economics and Management, the University of Rijeka, and the College of Sibenik) in March, October, and December 2005 (funded by USAID, directed by the Urban Institute, and with the programmatic support of the Unger Croatia Center for Local Government Leadership). The mission of the seminars was to introduce local government officials to the best practices in financing infrastructure in both the European Union and the United States. Many practices and tools described in the seminars have not yet been introduced into practice in Croatia. The intent of the seminar was to stimulate dialogue and debate on the best solutions to managing and financing capital assets.

Financing of Capital Assets in Croatia

The GLEFC also conducted seminars for local government officials and academics on financing capital assets in Zagreb, Rijeka, and Sibenik, Croatia, in October and December 2005 (funded by USAID, directed by the Urban Institute, and with the programmatic support of the Unger Croatia Center for Local Government Leadership). The mission of the seminars was to introduce local government officials to the best practices in financing infrastructure in both the European Union and the United States.

URBAN REDEVELOPMENT METRICS PROJECT

The GLEFC initiated a study for the Ohio Department of Development (ODOD) and the Clean Ohio Revitalization Fund to assess the impacts of the Clean Ohio Revitalization Fund investments on leveraging local public and private investments in the redevelopment of Ohio brownfields. In 2005, the GLEFC identified six project sites to review data and information. The scope of work has been approved by ODOD. GLEFC has begun data collection as well

ACTIVITIES & ACCOMPLISHMENTS

as the development of a preliminary template to gather cost metrics (i.e., types of and how funds were spent on each site). The project will develop a needs assessment for the kind of development finance related metrics that can be utilized in assessing the cost or outcomes of urban redevelopment proposals or projects.

Contact

◆ Kevin O'Brien, EFC Director
Phone: (216) 687-2188
E-mail: kobrien6@adelphia.net



Outcomes

As a result of the activities and accomplishments outlined in the previous section, outcomes have included or will include the following:

- Reports and feedback from the 2005 events where the GLEFC presented, facilitated, and/or coordinated were favorably received.
- Regarding the GLEFC's leading role in the strategy and program design and implementation for the city of Cleveland's industrial land bank process, both city and county staff continue to cite the GLEFC as the leader in helping bring this to fruition.
- During a public press conference, Cleveland's Mayor Jane Campbell described the GLEFC's leadership role in the development of the industrial land bank strategy as entrepreneurial.
- The GLEFC was highly rated for its presentation and participation in EPA's Nuts and Bolts of Brownfield Development training event held in Chicago in June 2005. On a scale of 0 to 10 (10 being the highest), the GLEFC staff was rated as 9 across all engagements for the week-long session.
- The Council on World Affairs issued an appreciative letter to the GLEFC for its continued participation and support of CWA's International Visitor Leadership Program. The GLEFC's Asset Management, Capital Improvements Planning, and Capital Finance seminars in March, October, and December 2005, in Croatia were also highly rated by the 70 participants as well as the sponsor, Urban Institute, and the Zagreb School of Economics and Management.

Impacts

Specific environmental issues addressed through the EFC's 2005 activities and accomplishments include:

- Brownfields/redevelopment
- Coastal/watershed stewardship
- Stormwater management
- Land use/zoning
- Lead abatement

The impact of the GLEFC's work is demonstrated through policies, strategies, practices, and programs implemented as a result of the GLEFC's involvement and activities. Specific impacts include the following:

- The Clean Ohio Revitalization Fund project was undertaken to determine the structure and program rules of the fund. The GLEFC's work resulted in design of the structure of the policy rules governing the program.
- Brownfields One-Stop Shop (BOSS) Forum resulted in 14 federal agencies collaborating on public development projects for brownfield redevelopment. The BOSS strategy is ongoing today, with quarterly sessions delivering public opportunities for communities to present their brownfield redevelopment concepts in a conversational forum format that allows for direct feedback from federal agencies.



PERFORMANCE MEASURES

- The GLEFC's work with the Old Woman Creek National Estuarine Research Reserve (NERR) assisted the reserve in framing the structure and design of its coastal resources management training program.
- The GLEFC's work with the National Oceanic and Atmospheric Administration (NOAA) allowed NOAA to develop a synthesis of program activities and define the trends of these activities across its reserves, and subsequently initiate strategies for measuring outcomes and performance with regard to coastal training activities of the NERRS.
- The GLEFC's recent work with the city of Cleveland to develop a strategy and program design for the city's industrial land bank program, has provided a platform for redevelopment opportunities throughout greater Cleveland. The strategy and design have received broad public review, by the press, the economic development community, and the newly elected Mayor of Cleveland. In addition, the concept has attracted attention on regional and national levels.